



Getting 110% – The Challenge:

"How do I get 110% effort from my employees?"

As the result of training nearly 3,000 individuals in biotechnology, I have learned a couple of things. First, I have never seen a more optimistic bunch of people. Second, I have never seen more stretch objectives in my life. Third, these are people who have very high levels of commitment to their profession. As a result, sometimes, doing what is asked *is* giving 110%. However, in the cases where you know the employee is capable of giving more, here are some suggestions:

1. Assess your expectations. Are they realistic?
2. Communicate your expectations to the employee. You first want to observe the unsatisfactory behavior. Next you want to communicate the observations, using pinpointing (it must be a specific behavior, a fact). Then you want to share your expectations. Don't just use words like "more" and "timely", attempt to quantify so your message is clear.
3. Listen. Let your employee share their perspective on the situation. Should you hear a lot of "yeh but's", restate the expectation. If the "yeh but's" are reasonable, address and remove the barriers.
4. Depending upon what you hear in step three, you will begin to develop a plan to get the employee on track.

If the issue is related to motivation, work to understand the employee's goals and motivational needs. These needs may include greater levels of independence, work that is more challenging, increased visibility, etc. Help the employee to see the connection between increased performance at work and the attainment of their goals and motivational needs. Remember, not all people are motivated in the same way. In addition, you may want to review the vision. Is it inspiring to this individual? Have they bought into it? Does it give them the "why" behind the "what" they are doing?

If the issue is lack of skills, create a plan of action that directly addresses the skill sets. Provide them with a mentor, class or other development opportunities.

In addition to the aforementioned feedback model, you may want to check for the following:

- ✓ Does the employee see the big picture? Do they understand how their activities support the bigger picture? Once they see this, it can help the employee to be more proactive and motivated.
- ✓ Is the employee giving 100%? If they are, remember, your team may not be comprised of 100% superstars and that may be O.K. Sometimes you need the steady and reliable performers, as well.
- ✓ Is the employee in a role that they are well suited for? Sometimes we don't position our employees for success.
- ✓ If you are looking for a short-term boost in performance, you may want to consider adding some incentive motivation. This could be small, like a dinner for two, or more considerable like putting them on a desired project or helping them to gain visibility.
- ✓ Finally, if their performance is substandard, the feedback should be given in a timely manner and their performance should be reflected in their performance appraisal.



Getting 110% Tip:

Keep in touch with your people. Very often, the barriers to success are disclosed during informal dialogue. Keep a pulse on their challenges and needs.